

**INSTRUCTIONS FOR PREPARING
5-YEAR STRATEGIC PLANS
FOR THE FISCAL YEARS 2015 - 2019**

Introduction:

The Mississippi Performance Budget and Strategic Planning Act of 1994, mandates the development of 5-year strategic plans for all state agencies. The strategic plans to be submitted this year will cover the Fiscal Years 2015 through 2019.

Purpose and Benefits:

Strategic planning requires that agency leaders thoughtfully set a long-range course of action for the agency that takes into consideration the agency's mission, the agency's resources, and all external factors affecting the agency's ability to meet targeted goals. The strategic plan should identify the services to be provided by the agency. The strategic plan should address issues which are of interest to the public served and should focus on results rather than efforts. Strategic planning should be done at all levels of the agency and should include input from clients of the agency when possible.

An agency should regard this process as an opportunity to clarify its purpose and direction, and therefore, develop a stronger agency identity. Strategic planning will enhance an agency's ability to make the Legislature aware of anticipated future opportunities and problems. Strategic planning will be an ongoing process. Each year, each agency will be required to submit a new strategic plan based upon a review of the agency's mission and goals.

Data Consistency:

Information provided in the 5-year strategic plan should be consistent with that provided in the budget request submission. The program financial data and performance targets should be the same for both the strategic plan and the budget request submission. Agencies should carefully review their plans prior to submission to insure accuracy of all information.

Supporting Information:

All agency plans must be presented in the format provided and must contain every element included in these instructions. Any additional information that agencies wish to provide in support of their strategic plans may be included at the end of the strategic plan document.

Document Requirements:

In order to make review of the agency 5-year strategic plans proceed easier, please use the following uniform, standard form:

1. The plan should be prepared on letter-size paper (8 1/2" x 11")
2. Pages should be numbered at the bottom of the page.
3. The plan should be bound with a single staple located in the top left-hand corner.
4. The plan should follow the format set out in the following section.

The agency 5-year strategic plan will be due **August 15, 2013** with the following distribution:

- 16 copies to the Legislative Budget Office
- 2 copies to the Department of Finance and Administration Office of Budget and Fund Management

Suggested Format:

This suggested format reflects the minimum level of information to be included in the 5-Year Strategic Plan. Each agency is encouraged to include any additional information necessary to adequately inform the Legislature of the purpose and proposed direction of the agency.

1. **Comprehensive Mission Statement for the Agency**

This identifies what the agency does. The mission is the reason for the agency's existence. Agencies should refer to enabling law in an effort to identify why and for whom it carries out certain functions.

2. **Overview of the Agency 5-Year Strategic Plan**

Each agency will provide a narrative overview which sets out the planned direction of the agency for the next five years. This overview should include, but not be limited to, a statement of desired agency goals and formulated strategies for attaining these goals for the 5-year period. The strategies should reflect agency priorities and a linkage to funding. Agencies should include any information that will provide a better understanding of where the agency is headed and how the agency plans to get there.

3. **Performance Effectiveness Objectives for each Program for FY 2015 through FY 2019**

These performance effectiveness objectives are achievable, measurable targets set out by the agency which identify the planned direction of the agency's efforts in carrying out the mission set forth for the agency. The Mississippi Performance Budget and Strategic Planning Act of 1994, mandates that performance effectiveness objectives be provided for each program of the agency for each of the five years covered by the plan. For each year, the agency should also formulate a strategy for achieving the targeted goals. Supporting data which identifies funding necessary to carry out this goal should be included.

4. **Description of significant external factors which may affect the projected levels of performance**

Each agency will identify external factors which influence its ability to achieve its targeted performance goals. An assessment of these external factors will enable the agency to plan for opportunities and challenges presented by forces beyond the control of the agency. These external factors might include, but are not limited to, redirection of agency mission due to a change in state statutes or regulations, changes in the economy, changes in availability of federal statute, regulation or funding, changes in technology, pending litigation, or changes in the make-up of population served by the agency. While the availability of state funding is a consideration, in this process it will be more meaningful to identify those external factors which are not directly influenced by financial resources provided by the appropriation process.

5. **Description of the agency's internal management system utilized to evaluate performance achievements in relationship to targeted performance levels**

Each agency will identify internal management systems used to evaluate its performance.

This description of the agency's internal management system will need to include management policies in place, operational procedures, tracking procedures, organizational structure and any other information which will aid the Legislature in understanding how the agency evaluates its performance and how this evaluation impacts the budgeting of funds.

NOTE: A 5-year strategic plan for an example agency has been included for your information. This example is provided simply to assist in the development of a format of a 5-year strategic plan. In following the example provided, please do not allow the explanation of the agency's strategic plan to be restricted in any way.

EXAMPLE AGENCY

5-YEAR STRATEGIC PLAN

FOR THE FISCAL YEARS 2015 - 2019

COMMISSION ON MARINE RESOURCES

(This is a fictitious strategic plan based upon fictitious agency information)

1. Comprehensive Mission Statement:

The mission of the Commission of Marine Resources is to manage Mississippi's saltwater resources by establishing rules and regulations which provide for the conservation, protection and propagation of the marine species resources in, and adjacent to, Mississippi's territorial waters, for the benefit of all Mississippi citizens and for the public health.

2. Overview of the Agency 5-Year Strategic Plan:

The Commission of Marine Resources has targeted two activity areas as priorities for the next five years. The Commission plans to expand Marine Law Enforcement efforts in order to conserve Mississippi's valuable marine resources and to expand the Marine Fisheries Management Program to safeguard public health.

Over the next three years, the commission plans to increase the number of Marine Law Enforcement staff by twenty. These twenty additional enforcement officers will be used to combat violations of seafood laws and therefore, insure continued protection of our marine resources. The Commission would like to add ten of these officers during FY 2015 at a cost of \$30,000 each (including support costs). Five additional positions would be added during FY 2016, with the remaining five being added during FY 2017. It is estimated that the addition of these enforcement officers will generate a savings of \$10 million to the seafood industry.

The Commission also plans to expand the Marine Fisheries Management Program in an effort to effectively manage Mississippi's marine resources and to safeguard the public health. Due to recent outbreaks of hepatitis in oyster beds of the Mississippi Gulf, and other possible health hazards related to the seafood industry, the Commission plans to expand its sampling of seafood and to provide for additional marine resource research and data collection. These additional efforts will require the hiring of two research analysts at a cost of \$50,000 (including support costs) during FY 2015 and the upgrade of existing scientific equipment at a cost of \$100,000 over a period of 4 years (FY 2016 - FY 2019). It is estimated that this expansion will reduce the number of hepatitis cases due to contaminated seafood by 85%.

The Commission plans to enhance the saltwater licensing system during FY 2017 and FY 2018 by upgrading existing computer equipment. These enhancements will provide a more economical method of processing saltwater licenses to fishermen in a shorter time frame.

During FY 2019, the Commission will be losing a federal grant in the amount of \$100,000 in the Marine Fisheries Management Program. Plans are being made to absorb this loss of federal funds which are utilized to track marine finfish and shellfish populations. Through the use of available technology, populations will continue to be tracked with the same efficiency even though two staff positions will be deleted.

3. Performance Effectiveness Objectives for each Program for FY 2015 through FY 2019: (example does not include all programs of the agency)

FY 2015

Marine Support Services

1. Reduce number of days necessary to correctly process financial records of programs supported.
2. Produce 12 segments for Mississippi Outdoors in a 12-month period.
3. Increase the efficiency in maintaining the saltwater fishing license system by 5% in a 12-month period.

Funding:	\$100,000	General
	193,000	Federal
	<u>150,000</u>	Other
	\$443,000	Total

Marine Fisheries Management

1. Insure that 100% of all 41 shellfish processing plants are in compliance with state and NSSP guidelines that provide a safe and wholesome quality product for public consumption
2. Classify 100% of 8 shellfish growing areas in accordance with state of NSSP requirements.
3. Insure that 80% of the native marine finfish and shellfish populations increase over a 12-month period.

Funding:	\$140,000	General
	450,000	Federal
	<u>570,000</u>	Other
	\$1,160,000	Total

FY 2016

Marine Support Services

1. Reduce number of days necessary to correctly process financial records of programs supported.
2. Produce 12 segments for Mississippi Outdoors in a 12-month period.
3. Increase the efficiency in maintaining the saltwater fishing license system by 5% in a 12-month.

Funding:	\$100,000	General
	193,000	Federal
	<u>150,000</u>	Other
	\$443,000	Total

Marine Fisheries Management

1. Insure that 100% of all 41 shellfish processing plants are in compliance with state and NSSP guidelines that provide a safe and wholesome quality product for public consumption
2. Classify 100% of 8 shellfish growing areas in accordance with state of NSSP requirements.
3. Insure that 85% of the native marine finfish and shellfish populations increase over a 12-month period.

Funding:	\$155,000	General
	450,000	Federal
	<u>570,000</u>	Other
	\$1,175,000	Total

FY 2017

Marine Support Services

1. Reduce number of days necessary to correctly process financial records of programs supported.
2. Produce 12 segments for Mississippi Outdoors in a 12-month period.
3. Increase the efficiency in maintaining the saltwater fishing license system by 5% in a 12-month period.

Funding:	\$101,000	General
	193,000	Federal
	<u>150,000</u>	Other
	\$444,000	Total

Marine Fisheries Management

1. Insure that 100% of all 41 shellfish processing plants are in compliance with state and NSSP guidelines that provide a safe and wholesome quality product for public consumption
2. Classify 100% of 8 shellfish growing areas in accordance with state of NSSP requirements.
3. Insure that 90% of the native marine finfish and shellfish populations increase over a 12-month period.

Funding:	\$200,000	General
	450,000	Federal
	<u>570,000</u>	Other
	\$1,220,000	Total

FY 2018

Marine Support Services

1. Reduce number of days necessary to correctly process financial records of programs supported.
2. Produce 12 segments for Mississippi Outdoors in a 12-month period.
3. Increase the efficiency in maintaining the saltwater fishing license system by 5% in a 12-month.

Funding:	\$102,000	General
	193,000	Federal
	<u>150,000</u>	Other
	\$445,000	Total

Marine Fisheries Management

1. Insure that 100% of all 41 shellfish processing plants are in compliance with state and NSSP guidelines that provide a safe and wholesome quality product for public consumption
2. Classify 100% of 8 shellfish growing areas in accordance with state of NSSP requirements.
3. Insure that 95% of the native marine finfish and shellfish populations increase over a 12-month period.

Funding:	\$220,000	General
	450,000	Federal
	<u>570,000</u>	Other
	\$1,240,000	Total

FY 2019

Marine Support Services

1. Reduce number of days necessary to correctly process financial records of programs supported.
2. Produce 12 segments for Mississippi Outdoors in a 12-month period.
3. Increase the efficiency in maintaining the saltwater fishing license system by 5% in a 12-month.

Funding:	\$102,000	General
	193,000	Federal
	<u>150,000</u>	Other
	\$445,000	Total

Marine Fisheries Management

1. Insure that 100% of all 41 shellfish processing plants are in compliance with state and NSSP guidelines that provide a safe and wholesome quality product for public consumption

2. Classify 100% of 8 shellfish growing areas in accordance with state of NSSP requirements.
3. Insure that 95% of the native marine finfish and shellfish populations increase over a 12-month period.

Funding:	\$240,000	General
	350,000	Federal
	<u>570,000</u>	Other
	\$1,160,000	Total

4. Significant External Factors Which May Affect Performance:

- 1) Significant changes in the numbers of commercial fishermen would impact the need for projects concerning the management/improvement of native marine species.
- 2) Changes in technology could be used to enhance quality of marine resource management.
- 3) Many projects are reliant upon federal funding for support.
- 4) Environmental changes due to weather or pollution could severely impact the goals of these programs

5. Agency's internal management system utilized to evaluate its performance.

The Commission on Marine Resources has an in-house strategic plan in place to establish the direction of the agency. Through a process of quarterly meetings, the Commission determines how well the needs of the Mississippians served have been met. Management policies are in place to address deficiencies in the process. Budgetary constraints are considered when new or expanded projects are requested. All documentation has been automated in an effort to increase personnel productivity.